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Community Engagement

ISS Cleaning Company

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Introduction

The strongest pillar for any organization is the training and development of employees. Organizations around the world spend a significant amount to improve its' employee quality and performance. More than 80% of the company has some form of structured training and development programs (Basu, 2019). This clearly represents the importance of it. However, some organizations still treat this program as a mere expense. This report will discuss why employee training and development is important and how it can positively affect the Community Engagement Process at ISS Cleaning Company.

Company Overview

In 1901, the International Service System or, ISS group was founded by Marius Hogrefe in Copenhagen, Denmark. From the very foundation till present date, the company has grown to become a successful and leading service providing company. Now, ISS has 488,946 employees in total and they are providing Integrated Facility Services to more than 10 million people. ISS is operating in more than 50 countries across North America, Latin America, Europe, Asia, and Pacific. The company has several types of services such as integrated facility services, cleaning services, catering services, property services and support services(Issworld.com, 2019). For the cleaning sector, primarily, four types of cleaning services are provided by the company and the followings are daily office cleaning, industrial cleaning, periodical cleaning, and specialized cleaning.

Vision: We are going to be the world's greatest service organization.

Mission: Service performance is facilitating our customer's purpose through people empowerment.

Values

Honesty: ISS respects its customers, shareholders, suppliers, employees, and consumers. They feel obliged to maintain a fair and trustworthy relationship.

Entrepreneurship: In a competitive and dynamic business world, ISS aims to empower its employees to meet diverse customer demands.

Responsibility: The company continuously improves itself to as much care about the services they are providing to the customers, the way they are conducting business and the treatment of employees.

Quality: The quality which matches the expectation is the identity of ISS. They deliver their products and services at promised quality with maximum professionalism.

Customer Analysis

The company's targeted customer segment belongs where the customers prefer outcome, not merely input. A customized solution is delivered based on their specific needs. ISS serves more than 80 airports in the world. The company focuses on maintaining a stable relationship with the current customers over acquiring new customers. They intensify their investment in key account customers who demand more than just cost saving. It is because the company believes key account customers offer long-time contracts, and high retention and, in turn, results in strong growth. The customers expect extraordinary performance from the company. In response to that, ISS has developed strategies that reflect the motto "Cleaning the ISS Way." The company has a trained and certified key account manager to daily interact with customers and thus maintains a strong relationship. Minimizing the customer's consumption of energy, carbon, wastes are the primary focus. Moreover, a huge and diversified target group has developed in a way where the company has organized itself to deal with any given situation at any point. Since the company is operating in multiple countries, legal restriction and varied culture is a challenge for ISS to maintain its reputation and to expand in future.

SWOT Analysis

Strength: ISS has a long and strong foothold in the market with twenty years of experience. It has a large pool of highly skilled staff. In addition, the company is well renowned and in the cleaning industry it has a strong position in customer mindset with this brand name. The company also maintains gender equality with a 50% workforce of women.

Weakness: The company is operating in many countries and sometimes all the customers are not treated properly because of diversified culture.

Opportunities: New targets such as banks, call centers, and shopping centers can be approached to expand the sector of commercial cleaning. As new commercial and residential properties are being built rapidly, the room for expansion and success is vast. In a world of technology, the services can be automated as much as possible (Anon, 2019).

Threats: Due to long term contracts, it has been difficult to acquire new clients. As new competitors are entering the market and the local companies are being able to charge a lot less, it is getting difficult to maintain the leading position. Moreover, strong implementation of green policy can possibly raise the price of cleaning products.

Role of Employees

A great employee is like a four-leaf clover, hard to find and lucky to have- Tammy Cohen. This clearly reflects the significant value of employees to a company. The brand name, ISS and the successful journey from 1901 is the result of hard-working skilled employees of ISS. Besides having a large pool of employees, there are some components that led ISS to be the market leader (Huszczo and Endres, 2017).

Diversified Workforce: When companies go global, a common problem occurs in the workplace and that is organizational communication. Different countries have different norms and values and thus different employees in the same workplace have diversified cultures. This may create a distance between the employees. However, more than 130 languages are spoken in ISS globally and the workplace has been developed in a way where each and every culture gets the proper respect. The team is well balanced and they perfectly handle company's globalization effort. A well-organized diversified workforce results in customer satisfaction all around the globe.

Transactional Leadership: In any organization, it is important that the order and structure are valued. In ISS, a structured, directed environment is maintained. ISS is known for its unique quality and it has been possible because here output is measured rather than input. Each and every employees' performance is evaluated and employees' work is clarified by their supervisors. Maintaining a huge workforce was never being easy; however, in ISS, they believe structure leads to result. Through a reward and punishment system, all the employees are kept in check which results in a constant positive output.

Highly Trained, Highly Motivated: It is true that training leads to a better workforce. It is necessary that a company develop its' employees overtime to maintain quality service (Economics Discussion, 2019). However, unnecessary training and development programs can result in negative productivity and demotivated employees. It is very important to know about the employee needs just like the customers. The employees of ISS get in training and development programs when it is necessary and when it is in the best interest of an employee. A structured program ensures that the employees are motivated enough to develop themselves. In ISS, a skilled workforce was not built overnight. Long term planning and careful implementation have made it possible that new contracts are acquired by the established brand name only and no other promotions.

The Importance of Training and Development Program

Training and development of employees play a significant role in an organization. No matter the organization is big or small, it is necessary to keep the business running. Some of the benefits of training and development are mentioned below:

Employee Retention: Several studies and reports have shown that training and development is a key factor when it comes to employee retention. The companies that emphasize learning enjoy a 30-50% higher retention rate than those that don't (Economics Discussion, 2019). Moreover, investing more in training and development can yield less employee turnover.

Customer Satisfaction: Organizations invest every penny just to see happy and satisfied customers. However, only investing does not result in higher customer satisfaction but skilled employees do. Training and development boost employee engagement and this boosts customer satisfaction.

Enhance Performance by Reducing Weaknesses: Weaknesses will be there and it is natural. Training allows to address that weakness and once the weakness is detected, a training and development program is structured to work on that. Through training, employees get to know what the organization is expecting and how to deliver them. When employees meet the expectation, organizations enjoy long-term prosperity.

A Major Role at ISS

There are several major roles at ISS which are contributing to the company's growth and success. However, the role of Group Chief People and Culture Officer is one of the most significant ones as it covers the supervision and human resource areas. Corinna Refsgaard is the Group Chief People and Culture Officer of ISS (Ph.issworld.com, 2019). She has joined ISS two years ago and now playing such an important role. She overlooks the large diversified pool of employees and ensures team members feel heard. She monitors current employees and uses feedbacks to establish coherence across all departments and locations. She formalizes positions, develops company structure and improves and automates process efficiency. She also works to develop the middle layer of management. Moreover, she works closely with the Group Chief Operating Officer and thus responsible for the development and administration of policies and procedures regarding human resources areas. She originates and leads the practices and objectives of human resources which yields employee-oriented, high-performance work culture.

Required Skill and Knowledge to Carry Out the Role

Communication: It is important to maintain communication with everyone in the workplace. A small communication gap can be responsible for big negligence in work. Moreover, influencers like outsourcing providers, union leaders, employees, and public officials play a major role in a business (MBA Skool-Study.Learn.Share., 2019). To maintain harmony among these groups, effective communication is the only option. The responsible managers need to adapt their communication skills according to the audience and situation.

Compensation and Benefits: Compensation and benefits are some of the key factors that help to keep the workforce motivated. It refers to the salary and other monetary and non-monetary benefits passed on by a company to its employees. Various components fall under compensation and benefits category and the following are fixed pay, variable pay, equity pay and other benefits.

Training and Development: The main goal of training is to develop additional skills whereas the main goal of development is to develop the total personality. In ISS, the five-phase training and development model is designed for all staff and for the new entrants who wish to have a long-term career path with ISS.

Necessary Training and Development Programs

ISS is the market leader today because of its strong pool of employees who are highly skilled and efficient. Although the company is continuously developing its employees, it is always good to take a step ahead (Anon, 2019). As the company serves the customers as per their needs and demands, its employees need to be ready to meet the rapid changes in customer preferences. Technology oriented training programs can be conducted to sustain and lead in this era of modern technology.

Custodial Training Program: This dedicated training program will be conducted in two parts: Basic level and Advance level. The basic level will focus on the new entrants and the employees who are not performing up to the mark and the advance level will be designed for current employees who are performing well and have potential to do better. In this program, safety rules and regulations, healthy cleaning, proper use of products, use of various cleaning equipment and handling of critical situations will be taught.

Green Cleaning Training: Green cleaning is the usage of cleaning equipment that is not harmful to human health and cleaning methods that are environmentally friendly. In this program, employees will learn to use least possible chemicals and all the employees will be thoroughly trained according to Green Seal Standards.

Management Training: A highly skilled team is of no use without an effective manager. Management personnel will go through training programs such as soft skill training, team training and managerial training to improve their abilities.

Conclusion

ISS cleaning company has enjoyed a marvelous growth and established a strong brand name all over the world. The company has set an excellent example of gender equality by maintaining a pool of 50 percent female workforce out of the total workforce (Servicefutures.com, 2019). Moreover, ISS has been successful to deliver customized solutions to the diversified customer needs and it all has been possible for the skilled workforce and responsible managers. Lastly, in order to maintain the leading position and go beyond the current level of success, unique and effective training and development programs can be the key.

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